CHAPTER 5 RECOMMENDED INTERVENTIONS AND CONCLUSION

5.1 Organisation Development Interventions

Organisation development (OD) is a soft methodology intended for use in complex situation to provide intervention strategy for change management. Organisation development interventions refer to the planned programmatic activities in which clients and consultants participate during the course of organisation development programs. These activities are designed to improve the organisation's functioning through enabling organisation members to manage their team and organisation cultures better (French & Bell, 1984, p. 120).

Effectiveness in designing intervention programs required identification of contingencies that guide successful intervention design. There are two alternatives that an organisation can consider in appointing a change agent, namely engaging an external change agent or an internal change agent who has to be equipped with the necessary change process knowledge. Then, the diversity of practical advice for managing change can be organised into five major activities. (Refer to Figure 5.1) These activities contribute to effective change management.

among the team members will see a more committed team towards the growth of the organisation.

Succession planning may be simply defined as the plan a company makes to fill its most important executive position. However, a more comprehensive definition of succession planning is the process of ensuring a suitable supply for current and future key jobs successors, so that the career of individuals can be managed to optimise the organisation's needs and the individuals' aspirations (Dessler, 2000, quoted in Tung, 2001). Succession plans are a vital informational input into day-to-day decision making in business organisations. They are also an important tool for developing the management executives who will implement the firm's business strategy and achieve its organisational objectives. According to Pattan (1986), strategic management-succession plans enable firms to specify managerial functions and performance standards, ensure continuity in management practices, identify outstanding candidates for senior management posts, and satisfy the aspiration of employees for career advancement. Through the planning process, succession plans guide actions to enhance the quality of the leadership talent pool relative to business requirements. It is believed that succession planning can build a competitive advantage through the superior development of their leadership talent (Walker, 1998).

5.3.3 TECHNOSTRUCTURAL INTERVENTION

Technostructural intervention will be run concurrently with the human resources management intervention, which is expected to take a few years to accomplish. A summary of the extract of frequency of analysis for those critical areas identified where interventions are required.

The second stage after motivating change is creating vision. At this stage, T&E requires to provide a vision that encumbrance a purpose and reason for change. The vision shall also describe the desired future state. This is critical, as it will supply the guidelines of planned change. Hence, T&E need to establish a vision that consists of these core ideologies.

Developing political support will be the third stage. Usually, an organisation is composed of powerful individuals and groups that can either block or promote change. As such, leaders or the change agent need to gain their support to implement change and interventions. In the T&E case, the head of T&E shall obtain the support from the Senior Vice President as well as respective department in the organisation to implement the planned change.

The fourth stage concerned with managing the transition from current stage to desired future state. It means that T&E shall create a plan for managing the change activities together with planning special management structures for operating the department during the transition period.

Lastly, T&E needs to sustain the momentum for change. This is vital in order to lead to completion. At this stage, T&E have to provide resources for implementing changes, building the support for change agents, developing new competencies, skills and reinforcing the new behaviours needed to implement the changes.

5.2 Pre-Interventions

After T&E had taken fair steps and consideration to provide the ground for effective change as abovementioned, it shall now review on the effective interventions required to materialise the proposed interventions as summarised in Table 4.3.

In Table 4.3, the conflict function variables are determined. These conflict function variables reveal the critical areas needed to be viewed for intervention. A change plan is required to plan, lead and implement the changes necessary to improve organisation effectiveness.

There are three major criteria defining an effective intervention (Cummings & Worley, 2001, p. 142). The criteria referred are the extent to which the interventions fit the needs of the organisation; the degree to which the interventions are based on causal knowledge of intended outcomes and to the extent that the interventions transfer change-management competence to organisation members. Meanwhile, the ability to implement organisation development interventions is also dependent on the skills and knowledge of the change agent. On the other hand, the design of the intervention will depend on the expertise of the practitioner.

The organisation shall provides resources for change, building a support system, developing new competencies and skills, reinforce new behaviours and sustaining the course. Extra resources are needed in terms of human, financial, physical and time to support the change programs such as training, consultation, data collection and feedback and special meetings. Taking all these factors into concern will enable interventions programs to be successfully implemented and desired outcome to be achieved (Cumming & Worley, 2001, p. 154).

In particular, in collaborating the respective changes for T&E. Firstly, T&E need to consider the activities contributing to effective change as illustrated in Figure 5.1 and Section 5.1. Then, it will need to contemplate the effective change, which is intervention as confined in this research. As this research is a discussion conflict diagnosis, in the interventions, it will converse on conflict handling and conflict management. Based on two-dimension model of conflict management developed by Thomas, K. W, 1976, there are five styles, namely, avoidance, accommodation, compromise, competition and collaboration. As such, these five styles will be employed in the related interventions.

In addition, since people differ from one another in many ways, there is no standard way to motivate, support, or guide people during the organisational and cultural changes. Therefore, it is important for change agent to understand, work with, and change behaviour that may be heavily influenced by a variety of feelings and values too (Kamaruddin & Ismail, 1999).

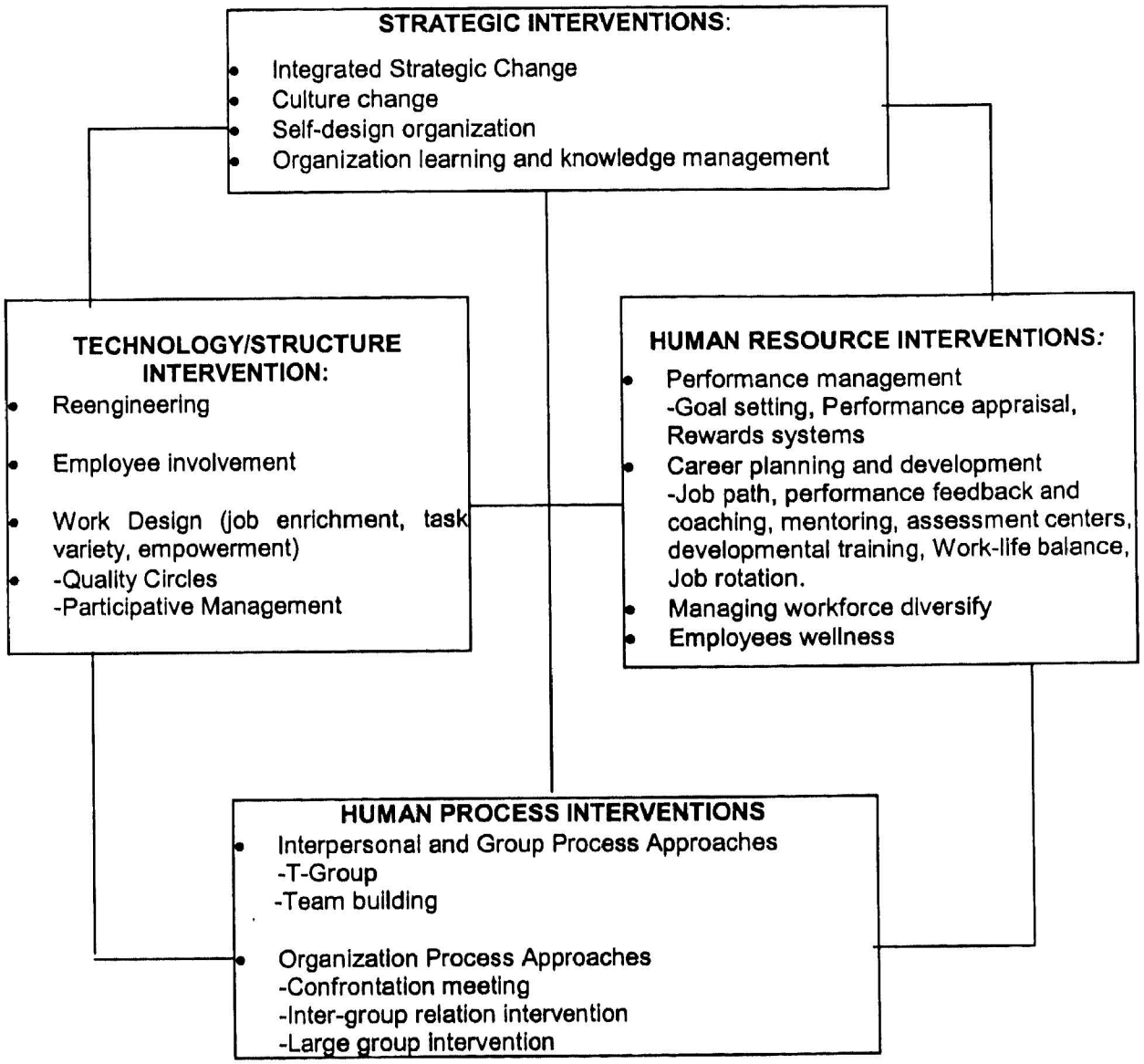

Figure 5.2 Cummings and Worley (2001), Intervention Model.

The recommendation for interventions is based on Cummings and Worley (2001) four main interventions strategies namely Human Resource, Human Process, Techno-structural and Strategic Interventions (Cummings & Worley, 2001, pp. 145-152).

In conjunction with SIS, the Eason model shall not be overlooked. Eason (1984) considered the way in inquirers design new systems under the impetus of change. It relates in particular to the introduction of information systems and new

technology into organisations as well as related to other forms of change (Eason, 1984, Chapter9, quoted in Yolles, 1999, pp. 240-241).

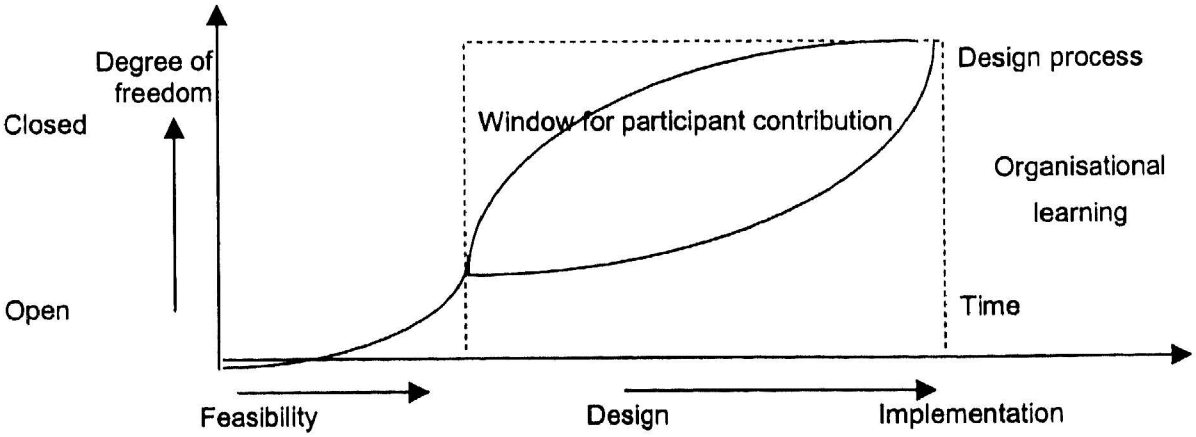

Figure 5.3 Eason's model related to stakeholder involvement in design and implementation.

Figure 5.3 illustrated that the upper diagonal curve suggests that the methodological design process accelerates after a slow start and then slow down. In addition, the dotted rectangle represents a window of opportunity that involve the potential users of a new system in design process that results in creation of implement able strategies for change. All theses occur before the flexibility of the design options is lost as the degree of freedom in the design process. A totally open position permits unlimited design option freedom, while a closed position allows no design option freedom. Eason's model for change implies that sufficient time must be allowed for consultation and redesign. Therefore, the time element in SIS shall be taken into consideration seriously.

In MA's T&E case, an effective intervention is crucial. Effectiveness in designing intervention programs required identification of contingencies that guide successful intervention design. There are two alternatives that T&E can consider in appointing a change agent, namely engaging an external change agent or an internal change agent who has to be equipped with the necessary change process knowledge.

5.3 Recommended Interventions

Based on SIS as abovementioned, it opens a window of opportunities to conduct change. SIS is a structure approach that designed to enable development of a set of changes by change agent. This development happened through an iteration process that enable any strategies to be clarified and fully defined. SIS is blended with Cumming and Worley, 2001 model that explained the organisation development intervention. These interventions are strategic intervention, technostructural intervention, human process intervention and human resource intervention. Intervention design must create change method appropriate to the organisation issues identified in diagnosis. Besides, interventions issues are linking themselves together. As such, interventions need to be integrated with one another.

Interventions aimed at one kind of organisational issue will invariably have repercussions on other kind of issues. Organisation development interventions affect the different kinds of issues and how different change programs might be integrated to bring about a broader and more coherent impact on organisational functioning that are critical to effective intervention.

5.3.1 Strategic Intervention

Organisations are open system and must relate to their environments. Integrated strategic change suggests that business strategy and organisation design must be changed correspond to external and internal disruptions. A strategic change plan can help members manage the transition between the current strategic orientation and the desired future strategic orientation. Strategic interventions open system planning, integrated strategic change, transition between the current strategic orientation and the desired future strategic orientation. Strategic interventions open system planning, integrated strategic change, transorganisational system, mergers and acquisition, culture change, self-designing system and organisation learning and knowledge management.

5.3.1.1 Organisation Learning and Knowledge Management

Organisation learning and knowledge management are two interrelated change process for T&E. Organisation learning enables T&E to acquire and develop new knowledge. Knowledge management focuses on how that knowledge can be organised and used to improve performance.

According to Prokesch (1997), organisation learning and knowledge management are crucial in today's complex, rapidly changing environment. Organisation learning and knowledge management can be a source of strategic renewal. They can enable T&E to acquire and apply knowledge more quickly and effectively than competitors. Then, establish a sustained competitive advantage (Prokesch, 1997).

Extract from Table 4.2.1 Frequency and Mean Analysis for Nonverbal Communication

V1 Nonverbal Communication	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Body Language - Body motions	3.27	-	-	60.0%	13.3%	6.7%	-	-
- Facial expression	3.67	-	-	46.7%	40.0%	13.3%	-	-
Paralinguistic - Perception of voice	3.13	-	13.3%	40.0%	40.0%	6.7%	-	-
- Pacing and Pitch	3.07	-	13.3%	40.0%	46.7%	-	-	-

Grand mean of nonverbal communication = 3.42

Extract from Table 4.2.3 Frequency and Mean Analysis for Semantic Difficulties

V3 Semantic Difficulties	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Filtering	3.80	-	-	46.6%	26.7%	26.7%	-	-
Defensiveness	4.33	-	-	20.0%	33.3%	33.3%	13.3%	-
Languages	3.73	-	-	40.0%	46.7%	13.3%	-	-
Selective Perception (Weltanschauung)	3.73	-	-	40.0%	46.7%	13.3%	-	-

Based on the extract from Table 4.2.1 and Table 4.2.2, it shown that both means for nonverbal communication and semantic difficulties are below the neutral stage of 4.00. The results for means also align with the results generated from frequency analysis.

Upon analysis of these two variables, the intervention proposed to jot up nonverbal communication as well as semantic difficulties to the conflict functional level is to organise linguistics and languages courses for the respondents. These courses shall aim to help the respondents to practice better communication skills via usage of words, cohesiveness of expression, the rightful usage of perception and pacing. The courses recommended are Business English Proficiency Courses, Effective Daily Communication Skills, and other related areas of courses. The courses may be conducted In-houses or sending the respondents to attend courses outsides, which depend on the availability of resources and situation.

The Business English Proficiency course will be divided into three levels. The respondents are determined based on their past SPM results. For those who did not score a credit in English, they will first start with the first level. While those got credit will go for second level and subsequently, for those who scored distinctions will sit for the third level. For respondents whom had attended first level will proceed with the next level till they completed the three levels. Nevertheless, the head uses his discretion to assign for relative courses to the respondents as and when there is a need. This intervention will be able to address the problems in nonverbal communication and languages in semantic

difficulties. In spite of that, the head of the department shall always emphasis in the monthly meeting to encourage all the staff to take the initiative to improve their communications skills and abilities. With the concern and encouragement from top to bottom basis, this will bring to the maximum of benefits.

In addition, the department may engage external consultants and internal consultant to provide some beneficial communication programs to the staffs in meeting this objective. After all these activities are being carried out effectively with the co-operation from all parties, the level of communication as well as the ability in the usage of semantic will then be upgraded and improved. Subsequently, all the staffs will able to communicate to maximum level whereby will able to spur up constructive conflict for the betterment of the staffs together with the benefits of the smooth performance of the department.

In order to handle filtering, defensiveness and selective perception in semantic difficulties, the department head may carry out social behaviour knowledge courses for the respondents. According to Lee (1998), in promoting "learning organisations" based on the ideas that managers adopt developmental and supportive human resource responsibilities, staff needed to be trained, to manage these activities. By necessity, providing them with a quick-fix of tool-kit-like "people" skills to help them with new responsibilities.

Under social behaviour courses, the respondents will have a chance to learn about the organisational behaviour, the general social behaviour of human, general psychology of human behaviour and etc. For instance, in social human behaviours, it explained four types of human behaviours, i.e., amiable, driver, analytical and expressive. Each of the behaviour will have some prominent characteristics. After the respondents have learned about all these behaviours, they will come to understand their colleagues better. They will have an idea of why in particular scene, this colleague acted in such a way and how to handle the situation gracefully. As such, it will stem up the appropriate level of filtering, defensiveness and selective perception, which is crucial for the department.

The social behaviour course is proposed as according to "Putting People Values at Work", extracted from The Mckinsey Quarterly, 1996, most executives

are nervous about discussing organisational values. However, recent research indicates that shared values provide a framework within which people make decisions and take actions that ultimately affect the performance of their organisations. As such, if T&E to establish a shared values that serve as the framework, it will then affect the performance of the department.

Awareness Before Change Program ("ABC") is also a beneficial program for all the respondents. In ABC, the respondents will have a chance to equip themselves with soft and hard skill in copping change and how to keep them in pace with the agile environment.

Extract from Table 4.2.4 Frequency and Mean Analysis for Structural Sources of Conflict

V4 Structural Sources of Conflict	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Stressful Leadership Styles	4.23	-	-	20.0%	40.0%	33.3%	6.7%	-

Extract from Table 4.2.6a Frequency and Mean Analysis for Traits Theories

V6a Traits Theories	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Ambition and Energy	4.17	-	-	9.1%	45.5%	27.3%	10.2%	-
Honesty and Integrity	4.25	-	-	9.1%	36.4%	45.5%	-	9.1%
Intelligence	4.08	-	-	9.1%	36.4%	54.5%	-	-
Desire to Lead	4.25	-	-	9.1%	36.4%	36.4%	18.2%	-
Self-Confidences	4.58	-	-	-	27.3%	45.5%	27.3%	-
Job-Relevant Knowledge	4.71	-	-	-	9.1%	54.5%	36.4%	-

Grand mean of traits theories = 4.73

Extract from Table 4.2.6b Frequency and Mean Analysis for Behavioural Theories – Ohio State and University of Michigan

V6b Behavioural Theories	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Ohio State - Initiating Structure	4.27	-	-	18.2%	36.4%	45.5%	9.1%	-
- Consideration	3.91	-	-	36.4%	45.5%	9.1%	9.1%	-
University of Michigan - Employee-Orientation	3.82	-	-	36.4%	45.5%	18.2%	-	-
- Production-Orientation	4.41	-	-	27.3%	36.4%	36.4%	-	-

Grand mean of behavioural theories (Ohio State and University of Michigan) = 4.10

Extract from Table 4.2.6.c Frequency and Mean Analysis for Behavioural Theories - Development Oriented

V6c Behavioural Theories – Development Oriented	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Generating Experiments	4.36	-	-	27.3%	9.1%	63.6%	-	-
Seeking New Ideas	4.73	-	-	9.1%	9.1%	81.8%	-	-
Promoting Changes	4.18	-	-	27.3%	27.3%	45.5%	-	-

Grand mean of behavioural theories – Development Oriented = 4.42

Extract from Table 4.2.6.d Frequency and Mean Analysis for Behavioural Theories – Cognitive Theory

V6d Behavioural Theories – Cognitive Resource Theory	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Communication	4.18	-	-	18.2%	45.5%	36.4%	-	-
Plan	4.82	-	-	-	36.4%	45.5%	18.2%	-
Decisions	4.45	-	-	-	54.5%	45.5%	-	-
Strategies	4.82	-	-	-	27.3%	63.6%	9.1%	-
Directive Behaviour	4.50	-	-	9.1%	36.4%	45.5%	9.1%	-

Extract from Table 4.2.6e Frequency and Mean Analysis for Situational Leadership

V6e Situational Leadership Theories – *Behaviour of Leaders*	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Clear, Specific Direction	4.45	-	-	-	63.6%	27.3%	9.1%	-
High Task Oriented	4.45	-	-	9.1%	36.3%	54.5%	-	-
Support and Participation	4.55	-	-	-	54.5%	36.4%	9.1%	-
Let Followers Perform	3.73	-	-	36.4%	54.5%	9.1%	-	-

Grand mean of situational theories – Behaviour of Leaders = 3.48

Extract from Table 4.2.7a Frequency and Mean Analysis for Leadership Styles - Charismatic Leadership

V7a Charismatic Leadership	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Vision and Articulation	4.55	-	-	-	45.5%	54.5%	-	-
Personal Risk	4.00	-	-	27.3%	45.5%	27.3%	-	-
Sensitivity to Environment	3.82	-	-	27.3%	63.6%	9.1%	-	-
Sensitivity to Followers	4.00	-	-	18.2%	63.6%	18.2%	-	-
Unconventional Behaviour	2.36	-	63.6%	36.4%	-	-	-	-

Grand mean of charismatic leadership = 3.75

Extract from Table 4.2.7b Frequency and Mean Analysis for Leadership Styles - Transactional Leadership

V7b Transactional Leadership	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Contingent Reward	4.18	-	-	27.3%	27.3%	45.5%	-	-
Lassiez-Faire	2.73	-	45.5%	36.4%	18.2%	-	-	-
Mgmt by Exception (passive)	4.00	-	-	-	100%	-	-	-
Mgmt by Exception (active)	4.00	-	-	-	100%	-	-	-

Grand mean of transactional leadership = 3.73

Extract from Table 4.2.7c Frequency and Mean Analysis for Leadership Styles - Transformational Leadership

V7c Transformational Leadership	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Charisma	4.64	-	-	-	45.5%	45.5%	9.1%	-
Inspiration	4.18	-	-	36.4%	18.2%	36.4%	9.1%	-
Intellectual Stimulation	3.91	-	-	36.4%	45.5%	9.1%	9.1%	-
Individualised Consideration	3.91	-	-	36.4%	36.4%	27.3%	-	-

Grand mean of transformational leadership = 4.16

Extract from Table 4.2.7d Frequency and Mean Analysis for Leadership Styles - Visionary Leadership

V7c Visionary Leadership	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Express the Vision	4.27	-	-	27.3%	18.2%	54.5%	-	-
Live the Vision	4.18	-	-	27.3%	27.3%	45.5%	-	-
Extend the Vision	4.00	-	-	36.4%	36.4%	9.1%	9.1%	-

Grand mean of visionary leadership = 4.15

From the extracts of Table 4.2.4, Table 4.2.6a, Table 4.2.6b, Table 4.2.6c, Table 4.2.6dTable 4.2.6eTable 4.2.7a, Table 4.2.7b, table 4.2.7c and Table

4.2.7d, it all related to the leadership theories and styles. Hence, knowledge management will serve as an intervention here. The abovementioned results shown that leaders in the department fail to apply and practice the appropriate leadership styles in the events carrying out their duties and tasks. The conflict management style that being employed is collaboration whereby parties involves will achieve the win-win situation. As such, the knowledge management shall apply to this category by firstly, open their eyes with the effective leadership styles proposed by organisational practitioners, secondly, aware the respondents on their existing leadership styles, thirdly, make a comparison, fourthly, review for new improvement, fifthly, continuous assessments.

According to Day (2001), a change in the way complex global firms discerns their future. They no longer believe it can be precisely determined in advance. Instead, the future emerges from complex and hard-to-predict interactions of leaders, followers, and the corporate setting. This change of view distinguish from the simple dictum that organisation follows strategy to a leadership model. This leadership model embraces the organisation design, the quality of team interactions and the distribution of energy in the firm that are the important determinants of success. Managers or leaders will always need great strategies. In addition, strategic thinking and the rhetoric that supports it increasingly share pride of place with organisational design and the quality of leadership at every level (Day, 2001). In view of such comments, leaders are strongly recommended to attend leadership training.

After the respondents have gone through these leadership-training programs, they would able to know when to apply and adopt the rightful leadership styles, to handle their subordinates. It will then solve the issue of too much or too little of desire to lead, employee orientation, production orientation, development orientation, generating experiments, seeking new ideas, promoting change, high task oriented, sensitivity to environment, sensitivity to followers, management by exception (passive and active), intellectual stimulation, individualised consideration and etc.

It is also recommended to obtain support from other leadership seminars and talks like seven habits of the highly effective people, moving forward program, time management and, life camp, whereby in these programs, the leadership skill is developed and sharpen. Concurrently, some motivation workshop may be take place to motivate the leaders, as they are those who lead in the department. It is recommended to adopt the seven habits of highly effective people among the leaders in the department.

In the mean time, continuance assessment shall not be overlooked to monitor the effectiveness and the progress of the leaders who have went through all these training and seminars Whenever the notice of imperfection, it shall require attention to counter it and restoring it to the correct level. As such, it is also suggested to have a consultation room for the leaders. This is to enable them to voice their feedback and their problems so that it will not be accumulated till it develop into uncontrollable level and sparking up into departmental problems.

5.3.2 Technostructural Intervention

Technostructural intervention is a form of change program that focus on the technology and structure of organisation. Increasing global competition and rapid technological and environmental changes will cause some great impact to the banking institutions. By employing such change plan, it will enable the organisation to sustain at the competitive edge.

5.3.2.1 Work Design : Job Enrichment, Task Variety

Work design is a technostructural intervention that aims to create jobs and work group to generate high levels of employee fulfilment and productivity. Work design rest on motivational theories and attempts to enrich the work experiences. According to Cummings and Worley (2001), work designed with employee in mind is more humanly fulfilling and productive than that designed in traditional ways (Cummings & Worley, 2001, p. 343),

Extract from Table 4.2.4 Frequency and Mean Analysis for Structural Sources of Conflict

V4 Structural Sources of Conflict	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Roles Diversity	4.53	-	-	13.3%	20.0%	66.7%	13.3%	-
Member Goal Diversity	3.73	-	-	33.3%	60.0%	6.7%	-	-
Size	3.47	-	-	73.3%	13.3%	6.7%	6.7%	-

From extract of Table 4.2.4, it shows roles diversity, member goal diversity and size under structural sources of conflict are not at the ideal level of 4.00. These variables are related to work design.

Hence, the intervention recommended is to adopt an improved work design whereby it addresses the task variety and job enrichment. The proposed intervention here composed of two conflicts management styles that are avoidance and accommodation. Roles diversity requires some collaboration to wind down to 4.00. It is recommended to perform a revised task variety. Under task variety, the respondents' portfolio will be revised. The main portfolios of the respondents' remains while the minor portfolio will then be dedicated to another respondents' whose portfolio is not very heavy in order to balance up the portfolios of the entire department. This is the accommodation style. As such, the respondents are still practising task variety whereby allow for some roles diversity. For example, Respondent 10 who is currently practising roles diversity as trainer, administrator and counsellor may be revised to as trainer and administrator. The role of counsellor may be reassign to Respondent 2. Some identical revision will apply to the clerks too.

Job enrichment will enable to solve the issue of member goal diversity. When the respondents have the job enrichment opportunity, their goals will tend to diversify and thus able to jot up the appropriate functional conflict level. This is also applied to size. When the job enrichment takes place, the size of a particular division maybe expanded or reduced according to the extent of the job

enrichment. Therefore, this intervention will able to help partial of the structural source of difficulties conflict functional variable.

5.3.2.2 Participative Management

Participative management is a management style, which a team describing techniques used by a power figure aim to involve subordinate in decision-making process. This is aimed to increase the sense of commitment to organisational goals.

Extract from Table 4.2.3 Frequency and Mean Analysis for Semantic Difficulties

V3 Semantic Difficulties	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Information Overload	3.80	-		26.7%	66.7%	6.7%	-	-
Channels Chosen	3.37	-	6.7%	53.3%	33.3%	6.7%	-	-

From extract of Table 4.2.3, participative management will able to counter the issues arise from information overload and channel chosen under semantic difficulties. In this scenario here, compromise conflict management style is in used. As there will be no winner or loser but all the parties involves, know well what is happening in the department. This is said to be feasible as when the subordinates are involve in the organisation decision making process, they are aware about what is happening in the department. This came to be handy when the leaders are assigning projects and task to the subordinates. It will help to eliminate the information overload problems. When all are involved in the decision making, they become empathy to the situation and will able to visualise the entire flow of the programs, as such, the information overload issue is being able to handle.

In conjunction, when participative management is applied, the channel chosen issue will be view concurrently as well. This is because when all the respondents are involved, the information is imparted to all without distorting it by delivering information with different communication channels. However, there are

some down sides of such practise, which is the lower subordinates may encounter some difficulties understanding the information transmitted at the initial stage. This is due to their education cum experiences background, and they may not understand and absorb the information immediately. Conversely, this is viewed as essential because, the conflict functional level is targeted to exist at certain extend but no totally without conflict.

5.3.3 Human Resource Intervention

Human resources management interventions are associated with managing individual and group performance as well as developing and assisting the well being of the organisation members.

5.3.3.1 Reward System

Organisational rewards are powerful incentives for improving employee and work group performance. Organisation practitioners have expanded their focus to extrinsic reward. They discovered that both intrinsic and extrinsic rewards can enhance performance and satisfaction (Scott & Podsakoff, 1998).

Extract from Table 4.2.4 Frequency and Mean Analysis for Structural Sources of Conflict

V4 Structural Sources of Conflict	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Reward System Ambiguity	3.27	-	-	86.7%	-	13.3%	-	-

From extract of Table 4.2.4, it shown that reward system ambiguity mean is registered at 3.27, which is slightly below the neutral level of 4.00. This implies that currently, there is slight absent of conflict due to reward system ambiguity.

Therefore, it is recommended to revise the reward system. The revision of reward system is a way of collaboration whereby both parties will be benefited from the change. The organisation is employing an implied contractual bonus. The department head may compliment the existing reward system by having

some recognition and promotion within the department. For instance, he uses his discretion to recognise the effort, initiative, hard work of a respondent by giving the respondent an extra title in the department. In term of promotion, the department head promotes the right respondent to handle and in – charge of a new division in the department. As all these proposed reward systems are in the control and the discretion of the department head, it may stir up little ambiguity among the respondents. Thus, it will able to jot up the present of conflict stem from reward system ambiguity to the functional level.

5.3.3.2 Managing Workforce Diversity

Workforce diversity is more than a euphemism for cultural or ethnic differences. Diversity results from people who bring different resources and perspectives to workplace and who have distinctive needs, preferences, expectations, and lifestyles (Jamieson & O'Mara, 2000). Organisation must design human resources systems that account for theses differences. These are essential to attract and retain a productive workforce, and to turn diversity into a competitive advantage (Rice, 1994). Organisation performance can be enhanced when the workforce is well diversified. In addition, a learning and strategic perspective can lead management to view diversity as a source if competitive advantage.

Managing workforce diversity involve selecting the right people into the organisation which will lead to diversity in the organisation, in the aspects of races, culture, education background, personal values, upbringing, religious and etc. In the meantime, workforce needs and organisational implication shall be reviewed concurrently when intervention takes place.

Extract from Table 4.2.1 Frequency and Mean Analysis for Nonverbal Communication

V1 Nonverbal Communication	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Body Language - Body motions	3.27	-	-	60.0%	13.3%	6.7%	-	-
- Facial expression	3.67	-	-	46.7%	40.0%	13.3%	-	-
Paralinguistic - Perception of voice	3.13	-	13.3%	40.0%	40.0%	6.7%	-	-
- Pacing and Pitch	3.07	-	13.3%	40.0%	46.7%	-	-	-

Grand mean of nonverbal communication = 3.42

Extract from Table 4.2.2 Frequency and Mean Analysis for Barriers to Cross-Cultural Communication

V2 Barriers to Cross-Cultural Communication	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Semantic	3.60	-	-	60.0%	20.0%	20.0%	-	-
Word Connotations	3.60	-	-	60.0%	20.0%	20.0%	-	-
Perception Differences	3.60	-	13.3%	33.3%	33.3%	20.0%	-	-
Perception Differences	3.73	-	-	33.3%	60.0%	6.7%	-	-

Grand mean of barriers to cross-cultural communication = 3.50

Extract from Table 4.2.5 Frequency and Mean Analysis for Personal Variables Sources Of Conflict

V5 Personal Variables Sources of Conflict	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Differing Individual Value System	3.47	-	-	66.7%	20.0%	13.3%	-	-
Personality Types	3.60	-	-	60.0%	20.0%	20.0%	-	-
Psychographics (Life Styles)	3.60	-	-	40.0%	60.0%	-	-	-
Theological Practices	3.20	-	-	86.7%	6.7%	6.7%	-	-
Physical Characteristics	3.33	-	6.7%	66.7%	13.3%	13.3%	-	-
Mental Philosophical Characteristics	3.37	-	-	46.7%	33.3%	20.0%	-	-

Based on extracts from Table 4.2.1, table 4.2.2 and Table 4.2.5, the means are below the ideal stage of 4.00. This situation here can be handled by adopting the managing workforce diversity as one of the human resource intervention. The conflict management style is accommodation, whereby the department is hiring new recruits that meet the objective of diversifying.

Under this intervention, the department head shall sit back and draw a detailed plan in the selection process. As the respondents profile discussed in Chapter 4, it shown that there is the absent of workforce diversity. Therefore, there is conformity among the respondents and causes the absent of appropriate level of conflict. The department head shall hire a more diversified workforce to stem creativity, new ideas, and culture too.

Diversity results from people who brings different resources and perspectives to the workplace and who have distinctive needs, preferences, expectations and lifestyles. Workforce diversity interventions can be designed to a diverse workforce. Job design, performance management and employee involvement practice have to be adapted and managed accordance to the individuals. This will improve the performance individuals in the group and work groups interpersonal relation and team work in T&E. Therefore, it will able to

counter the lack of constructive conflict in nonverbal communication, barriers to cross-cultural as well as personal variables. This is because difference races or community will use different nonverbal communication skills.

In addition, the head can consider recruiting new staffs to spur the conflict at the appropriate level. This can be done in few levels. Before the head is seeking the support from the Human Resource Department (HRD), the head shall draw a clear plan as what type of staff that he is looking for. Thereon, the head shall obtain the approval from Senior Vice President. Thereafter, the head shall discuss with the HRD to put up recruitment advertisement in the major newspaper. The application received will be screened through by the HRD and hand on to the head to finalise on the candidates to call for interviews. Based on the criteria required, the head with one senior executive together with an executive from HRD will conduct the phase 1 interview. In the phase 1 interview, the candidate will be assessed in few aspects, such as presentation skills, general knowledge, behaviour, language power, organising skills, and etc. In the phase 2 interview, the both the head will interview the selected candidate again and the senior vice president.

For instance, Indians tend to apply more body language as compared to Malays, likewise in barriers to cross cultural communication and personal variable. The semantic usages and perception differences between a local graduate is differ from an overseas graduate. A Buddhist may have different personal values as compared to a Muslim. Therefore, with a well-diversified workforce, it will help to produce an energetic and creative department with lots of wonderful and great ideas.

5.3.3.3 Employee Wellness

In the past decade, organisations have become increasingly aware of the relationship between employee wellness and productivity (Blair & Fotter, 1990). The estimated cost to industry from stress-related ailments is more than $200 billion per year (Warner, Wickizer, Wolfe, Schildroth & Samuelson, 1988).

Employee wellness is getting more important in the workplace. Employee assistance programs (EAP) and stress management interventions have grown because organisations are taking more responsibility for the welfare of their employees. Companies such as Johnson and Johnson, Federal Express, Quarker Oats, and GTE are sponsoring a wide range of fitness and wellness programs (Cumming & Worley, 2001, p. 436).

Extract from Table 4.2.6e Frequency and Mean Analysis for Situational Leadership Theories - Readiness of Followers and Behaviour of Leaders

V6e Situational Leadership Theories – *Readiness of Followers*	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Able-ness	4.36	-	-	7.1%	28.6%	57.1%	7.2%	-
Willingness	4.54	-	-	14.3%	28.6%	42.9%	14.3%	-

Based on the extract from Table 4.2.6e, the means for able-ness and willingness of employees are recorded higher than 4.00. Some collaboration is required. There is a substantial relation between employee wellness and productivity in an organisation. As such, T&E shall carry out the employee wellness intervention in few programs. In this event, again, collaboration conflict management style is being practised, as both parties will be benefited. These programs are employee assistance programs, health facilities, stress management, employees well being programs. All these will help to improve the needs and expectation for oneself and family members of T&E. All theses programs should regarded as having important linkage among the members or workers health, needs, expectations and organisational productivity. The productivity of the organisation is highly correlated with the employee wellness. Upon the employee wellness intervention take effect, it will able to move the means score for situation leadership in regards of employee to the functional conflict level.

PERPUSTAKAAN UNIVERSITI MALAYA

5.3.4 Human Process Intervention

Human process interventions are aimed to help the group members to assess their interactions and devise more effective way of working together. By adopting this intervention, T&E will eventually able to improve the interpersonal and group processes.

5.4.4.1 Team Building

When a team engages in problem-solving activities directed toward task accomplishment, the team members build something together. It appears that the act of building something together also builds a sense of cohesion. The major ingredient in team's building something together are the eight steps identified by Bell and Rosenzeig (1978). An excellent statement of team building process is found in William Dyer's Team Building Issues and Alternatives (1977). He describes team building as a data gathering, diagnostics, action planning, and action taking process conducted by intact work teams.

Team building is a type of human process interventions that consists of a broad range of planned activities to help groups to improve the way they accomplishes tasks. It then enhances their interpersonal and problem-solving skills. The members' resources and contributions are maximised.

Extract from Table 4.2.4 Frequency and Mean Analysis for Structural Sources of Conflict

V4 Structural Sources of Conflict	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Stressful Leadership Styles	4.23	-	-	20.0%	40.0%	33.3%	6.7%	-
Roles Diversity	4.53	-	-	13.3%	20.0%	66.7%	13.3%	-
Member Goal Diversity	3.73	-	-	33.3%	60.0%	6.7%	-	-

Based on extract from Table 4.2.4, too much of stressful leaders styles as the mean is recorded at 4.23, too much of roles diversity, and lack of member

goal diversity as the mean is 3.73 can applied team building to counter the chaos.

When T&E is able to produce some well-defined planned changes, it helps to maximise the resources and it will help to reduce the stressful leadership styles. This is because, the respondents are able to utilise the resource to meet the expectation of the head. Therefore, they will not find it stressful and difficult to work in the department.

There are few types of activities can be conducted under team building. In regards of T&E's case, activities oriented to the group's operation and behaviour is recommended. These activities will help to balance the issues arise from roles diversity and member goal diversity. Team building able to produce an effective team, task behaviour and group process that integrated with each other with the needs and wants of the members. As a result, the respondents will able to have role diversity without manifestation of conflict. When all theses are in control, member goal diversity will also be able to resolve concurrently. T&E will then improve the group effectiveness and the way that the members work together.

5.4.4.2 Organisation Confrontation Meeting

Organisation confrontation meeting is designed to mobilize the resources if the entire organisation to identify problems, set priorities and action targets and start to work together on identified problems.

Richard Beckhard (1967) developed organisation confrontation meeting. This meeting involves the entire management to take a reading of their own organisational health (Beckhard, 1967). In a series of activities, the management group generates information about its major problems, analyse the underlying causes, develop action plans to correct the problems, and sets a schedule for completed remedial work. This intervention is important in organisation development. It is quick, simple, and reliable way to generate data about an organisation and to set action plans for organisational improvement.

According to Beckhard (1967), organisation confrontation meeting is appropriate when :

i) there is a need for total management group to examine its own workings;

ii) limited time for change activities;

iii) top management wishes to improve the conditions quickly;

iv) sufficient cohesion in the top management to follow up;

v) commitment from top management in resolving issues; and

vi) the organisation is experiencing some major change.

Extract from Table 4.2.4 Frequency and Mean Analysis for Structural Sources of Conflict

V4 Structural Sources of Conflict	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Reward System Ambiguity	3.27	-	-	86.7%	-	13.3%	-	-

Based on extract from Table 4.2.4, the mean for reward system ambiguity is recorded at 3.27, which is below the ideal stage. Organisation confrontation meeting may be applied here to identify issues of reward system, set priorities and action targets and start to work together on reward systems as abovementioned, Section 5.2.3.1. This organisation confrontation shall be implemented to mobilise the problem solving of the organisation. In order to ensure the smooth going of such meeting, it require the close monitoring from the head while being assisted by at least two senior executives in the department. This is to enable the confrontation meeting to be carried out properly. It is recommended especially when the department is in stress. However, the absent of chaos shall not render the department with no continuance effort for such confrontation meeting.

5.5 Estimation of Cost for Organisational Learning Programs

There are few alternatives to conduct the organisational learning and knowledge management programs. Firstly, some of the courses can be

conducted in-house. Secondly, consultants are invite to conduct training in T&E training resort or head office. Thirdly, T&E can send the respondents to attend training at respective training intuitions. Therefore, based on the availability of resources and relevant courses, the head shall decide which alternative should be adopted.

In order to realise the organisational learning programs, the head shall first obtain approval from the senior vice president in regards of the estimated training expenses. Table 5.1. Shows the estimated training expenses incurred according to programs.

Table 5.1 Estimated cost for organisational learning programs.

Programs	Estimation of Costs (RM)
English proficiency courses	20,000
Communication skill training	30,000
Leadership training and development programs	50,000
Social human behaviour course	Conducted by the head of T&E
Awareness Before Change Program	35,000
Total	135,000

5.6 Budgeted Man-day Schedule

In order to implement a meaningful intervention, the budgeted Man-day should be incorporated. Man-day is defined as the amount of accomplishment expected of a worker, using adequate equipment and operating at the average rate of performance. When an intervention program is going to take place, it will affect the performance of the department.

The budgeted Man-day is computed based on 5 working day basis according to the position that the respondent is holding in the department. The budgeted Man-day has its' limitation as the number of day for each of the program is an estimation established based on pass training experiences. In addition, some of the programs proposed are only applicable as and when the

needs are there. For examples, organisation confrontation meeting and participative management. Therefore, the cost is not available.

Suggested Interventions	Conflict Handling Style	Programs	Activity	Man Power Involve	Number of Session and day	Estimated Man-day Costing RM
Strategic Intervention	Collaboration	❑ Organisation learning and Knowledge management	▪ English proficiency courses	1 senior clerk and 3 clerks	4	927.20
			▪ Communication skill training	14 respondents	4	4,563.60
			▪ Leadership training and development programs.	10 executives	9	8,181.90
			▪ Social human behaviour course	14 respondents	1	1,140.90
			▪ Awareness Before Change Program	14 respondents	2	2,281.80
Technostructural Intervention	Collaboration and Avoidance	❑ Work Design	▪ Review, revise work design on roles diversity	1 Head and 5 senior executive	10	6,363.60
			▪ Review current portfolio of the respondents	5 senior executive	14	7,000.00
	Avoidance and Compromise	❑ Participative Management	▪ Involve all the respondents in decision-making process	14 respondents	on going	
			▪ Keep them inform on the projects and assignments flows	14 respondents	on going	

Assumption for estimated cost incurred (cost per day is calculated on 5 working day basis) :
Cost per day for clerk is RM54.54.
Cost per day for senior clerk is RM68.18.
Cost per day for executive is RM81.82.
Cost per day for senior executive is RM100.00
Cost per day for head of department is RM136.36.

Suggested Interventions	Conflict Handling Style	Programs	Activity	Man Power Involve (A)	Number of Session and day (B)	Estimated Cost Incurred RM
Human Resource Intervention	Collaboration	❑ Reward system	▪ Review, revise and improve current reward system	1 Head and 5 senior executive	20	12,727.20
	Avoidance and Compromise	❑ Managing workforce diversity	▪ Recruitment exercise to be improved by conducting interview sessions – Advertise – Phase 1 Interview – Phase 2 Interview	1 Head and 1 senior executive and 1 HR executive	10	3,181.80
	Collaboration	❑ Employee wellness	▪ Perform EAPs and stress management for the respondents.	1 Head and 5 senior executives	20	22,908.96
Human Process Intervention	Collaboration	❑ Team Building	▪ Activities for team building	15 respondents	6	7,663.56
	Compromise and Collaboration	❑ Organisation confrontation meeting	▪ Conduct confrontation meeting when there is an issue	15 respondents	On going	

Based on the estimation computed in Table 5.2, the estimated man-day required is approximately RM67,000. However this figures is excluding some of the on-going programs, such as participative management and organisation confrontation meeting.

5.7 Gantt Chart for Suggested Intervention

In order to complete the entire research, the estimated budget to realise the suggested intervention together with a Gantt chart are appended as follows. However, the budget has it s' limitation as it is merely estimation with assumption. The identical limitation applies to the Gantt chart.

All the above budgets are calculated based on assumptions. As such, the abovementioned budget is not good for immediate adoption without revision.

Proposed Interventions

	Month	Month 1				Month 2				Month 3				Month 4				Month 5				Month 6			
	Number of week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Strategic Intervention																								
a	English proficiency course																								
b	Communication skill																								
c	Leadership training and Development																								
d	Social human behaviour																								
e	Awareness before change																								
2	Technostructural Intervention																								
a	Work design																								
b	Participative management																								
3	Human Resource Intervention																								
a	Reward system																								
b	Managing workforce diversity																								
c	Employee wellness																								
4	Human Process Intervention																								
a	Team building																								
b	Organisation confrontation meeting																								

Proposed Interventions

	Month	Month 7				Month 8				Month 9				Month 10				Month 11				Month 12			
	Number of week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Strategic Intervention																								
a	English proficiency course																								
b	Communication skill																								
c	Leadership training and Development																								
d	Social human behaviour																								
e	Awareness before change																								
2	Technostructural Intervention																								
a	Work design																								
b	Participative management																								
3	Human Resource Intervention																								
a	Reward system																								
b	Managing workforce diversity																								
c	Employee wellness																								
4	Human Process Intervention																								
a	Team building																								
b	Organisation confrontation meeting																								

Keys

	Implementation period
	Assessment period
	Incorporate adjustment if need be

It is suggested to have the interventions programs being implemented in three phases. The first phase is merely implementation, second phase is adjustment and lastly, incorporate adjustments, if any. Each and every of the phases are very important and shall not be omitted. In addition, the interventions programs are targeted to change gradually and not drastically, in view of the resistance to change exist in human behaviour.

Strategic Intervention involves organisational learning and knowledge management. Based on the proposed interventions, there is a list of courses to be attended by the respondents. Therefore, it is suggested to complete it in a year's time. This will enable the respondents to sit for the courses without disturbing their current workload. It is also suggested that this program should be ranked high priority as it enlightens the respondents' knowledge as well as the morale aspect that is very crucial as a start.

Technostructural intervention is also recommended for T&E. Work design and participative management are two programs being identified. As work design involve the structure of the department, it should be implemented gradually and thus it is proposed to take four months to implement it. The assessment period and adjustment period, each takes three months respectively. As and when adjustment is required, it shall be done in due care and thoroughly to counter the problem arising from the implementation.

In regards of human resource intervention, three programs are identified. These activities are reward systems, managing workforce diversity and employee wellness. In order for to implement the revised and improved reward system, it will take at least six months in the initial stage. This is because; reward system shall be followed after the assessment and appraisal period. The appraisal will only come in at least six months after some projects have been done, so that, assessment can be done toward the respondents. Whereas, for managing workforce and employee wellness, they shall be done at the beginning stage, subsequently assessing the results obtained from the implementation. Thereafter, the programs will only be implemented when it is required.

Human process intervention is the last intervention programmes, which include team building and organisational confrontation meeting. Team building is as important as the organisational learning. Therefore, it is also recommended to begin immediately. With the team spirit that is developed from team building, it certainly motivates the respondents to work more closely to each other.

Pertaining to the organisational confrontation meeting, it is proposed to complete gradually and as and when the situation required. For instance, during the middle of the year, the department will organise a grand event called National Sales Congress. The event will stir up some issues and problems especially at the planning stage. Therefore, organisational confrontation meeting will play a role to identify problems and issues. Moreover, the best solution to handle the chaos will also be discussed. Nevertheless, all these programs should also follow the flows. After the implementation of such programs, appropriate assessment is needed and adjustment if any.

5.8 Suggestions for Additional Research

In order to obtain more insight of such research, future research can be carried out by longer period of study with the extension to the evaluation of the effectiveness of the four intervention strategies recommended in this research. The organisation diagnosis can be extended through wide aspect of studies. The data collection techniques can be extended and enriched by conducting group focus interviews, both visible and hidden observations to provide more supplementary evidences. Availability of resources will enable the research to be conducted for a bigger scope such as intensive studies on the entire organisation or more key departments in the organisation along with the financial industry rather than construed to one department only. If the identical organisation is selected for a repeat research, it is suggested to anticipate a larger sample size to eliminate the sampling error.

5.9 Implications

This research had adopted the Organisational Diagnostics and Planned Organisational Change Model to show a comprehensive result on the testing of the conflict model. The key critical areas that leaded to the development and manifestation of conflict are identified. Based on such organisational diagnostics, it helped to review in depth of the organisation to locate the root of the issue problem. It also helps to identify and design the appropriate interventions to counter the issues. The research findings will be a beneficial source for improvement in the organisation understudied and serves as a guide for the change programs to be executed.